Manitoba

# Annual Report 1984 - 85*

## Northern Affairs

* April 1, 1984 - March 31, 1985

# Manitoba

**Minister of**
**Northern Affairs**
ᐅᑭᒪᑯ ᑭᐁᓂᓗᐟ ᑲᐱᓪᓚᓂᒃ

Winnipeg, Manitoba, CANADA
R3C 0V8

The Honourable Pearl McGonigal
Lieutenant-Governor of Manitoba
Room 235, Legislative Building
Winnipeg, Manitoba.

May It Please Your Honour:

It is my privilege to present, for your information, the first Annual Report of Manitoba Northern Affairs for the fiscal year ending March 31, 1985.

Respectfully submitted,

H. Harapiak

Harry M. Harapiak
Minister of
Northern Affairs

# Manitoba

**Deputy Minister of**
**Northern Affairs**

Winnipeg, Manitoba, CANADA
R3C 0V8

The Honourable Harry Harapiak
Minister of Northern Affairs
Room 333, Legislative Building
Winnipeg, Manitoba

Mr. Minister:

I am pleased to present for your approval the first Annual Report of the Department of Northern Affairs. The report outlines the department's objectives and activities from April 1, 1984 to March 31, 1985 and conforms to the Department of Finance directive for fiscal year expenditure summaries.

During the past fiscal year the Department of Northern Affairs has continued to provide a wide variety of programs and services to the fifty-three northern and remote communities and the almost 10,000 residents who live there and fall under the jurisdiction of The Northern Affairs Act. These programs include the development, support and funding of local government; the construction, operation and maintenance of local infrastructure; as well as the management and coordination of federal/provincial programs designed to assist with development in the north.

I am pleased with the progress made to date and am confident that the co-operation and working relationship existing between the department and its communities will continue to improve social and economic conditions in the North.

Respectfully submitted,

John Morrisseau
Deputy Minister of
Northern Affairs

# Table of Contents


| TITLE | PAGE |
|---|---|
| **Introduction** | 6 |
| **List of Communities Under Jurisdiction of Northern Affairs** | 6 |
| **Northern Affairs Area Map** | 7 |
| **Organizational Chart** | 8 |
| Corporate Projects Branch | 9 |
| Research & Planning Branch | 9 |
| Communications Branch | 9 |
| **Local Government Development Division** | 10 |
| Local Government Services Branch | 10 |
| Technical Services Branch | 10 |
| Municipal Government Support Branch | 11 |
| Special Programs/Assignments | 11 |
| Administrative Support Services | 11 |
| Community Emergency Response Program | 11 |
| Preventative Maintenance Program | 12 |
| Capital Program | 12 |
| Administrative Status of Northern Affairs Communities | 13 |
| **Agreements Management and Coordination Division** | 14 |
| Northern Development Agreement Management | 14 |
| Special ARDA Program | 14 |
| Northern Flood Agreement | 14 |
| Development Services Branch | 15 |
| Northern Community Assets Program | 15 |
| Personnel Management | 15 |
| **Expenditure Summary** | 16 |

## Introduction

The Department of Northern Affairs is governed by The Northern Affairs Act, which came into force on August 3, 1974. The first Minister of Northern Affairs was appointed, succeeding the Commissioner of Northern Affairs.

The Department of Northern Affairs has the mandate of coordinating government activities and encouraging the development of social and economic opportunities in the North. This mandate applies over the Northern Affairs area as defined in The Northern Affairs Act and empowers the Minister to participate in activities involving:

— the improvement of local services;

— the administration of programs designed to minimize the role of government in local decision making;

— the negotiation and administration of agreements with the Government of Canada in specified areas; and

— ensuring that other government departments and agencies develop and administer policies and programs which address the special needs of northerners.

## List of Northern Remote Communities Falling Under the Jurisdiction of The Northern Affairs Act

### (by region)

### Thompson Region

Brochet
Cross Lake
God's Lake Narrows
Granville Lake
Ilford
Nelson House
Norway House
Oxford House
Pikwitonei
South Indian Lake
Thicket Portage
Wabowden
Warrens Landing

### The Pas Region

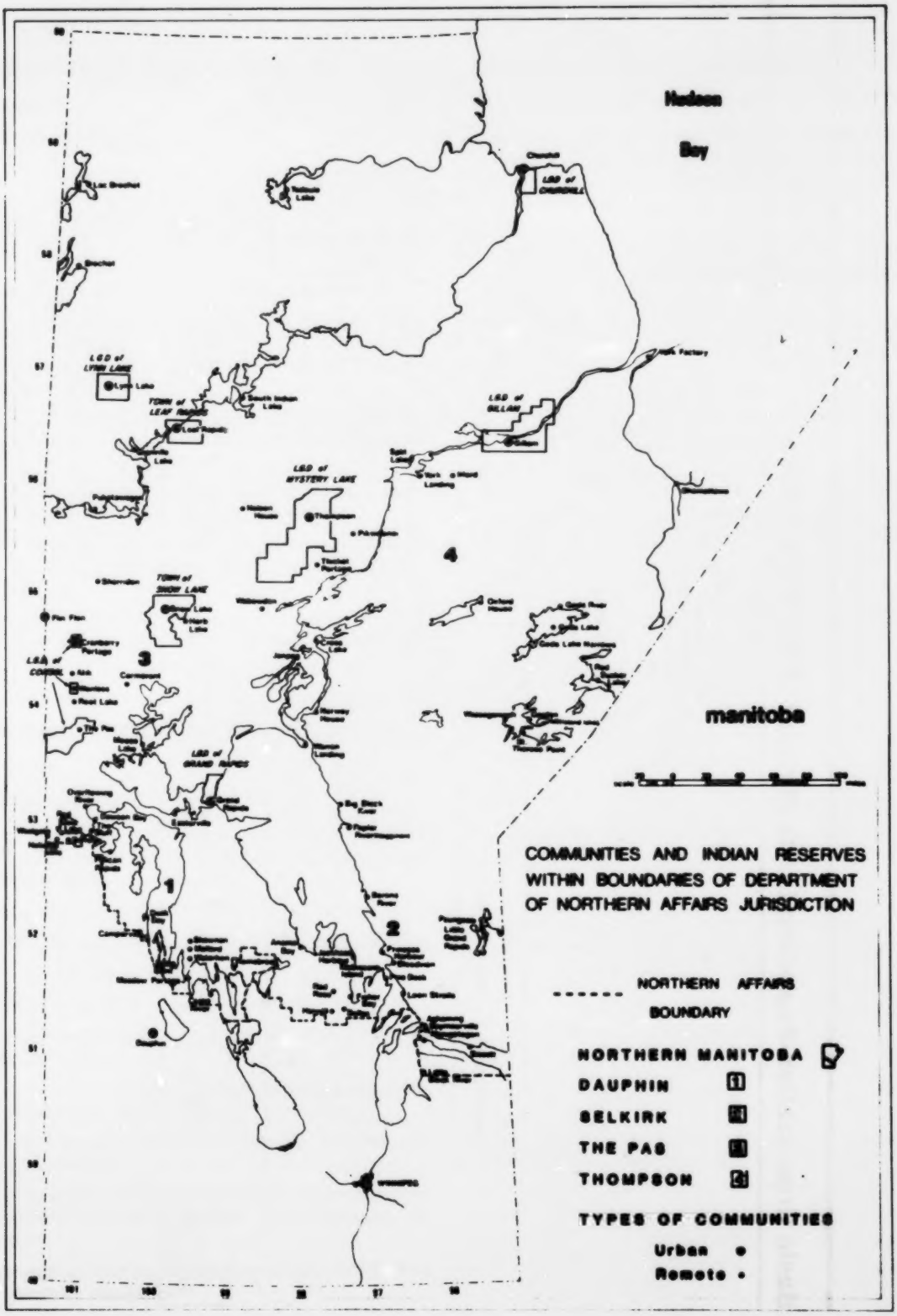
Cormorant
Easterville
Herb Lake Landing
Moose Lake
Sherridon

### Dauphin Region

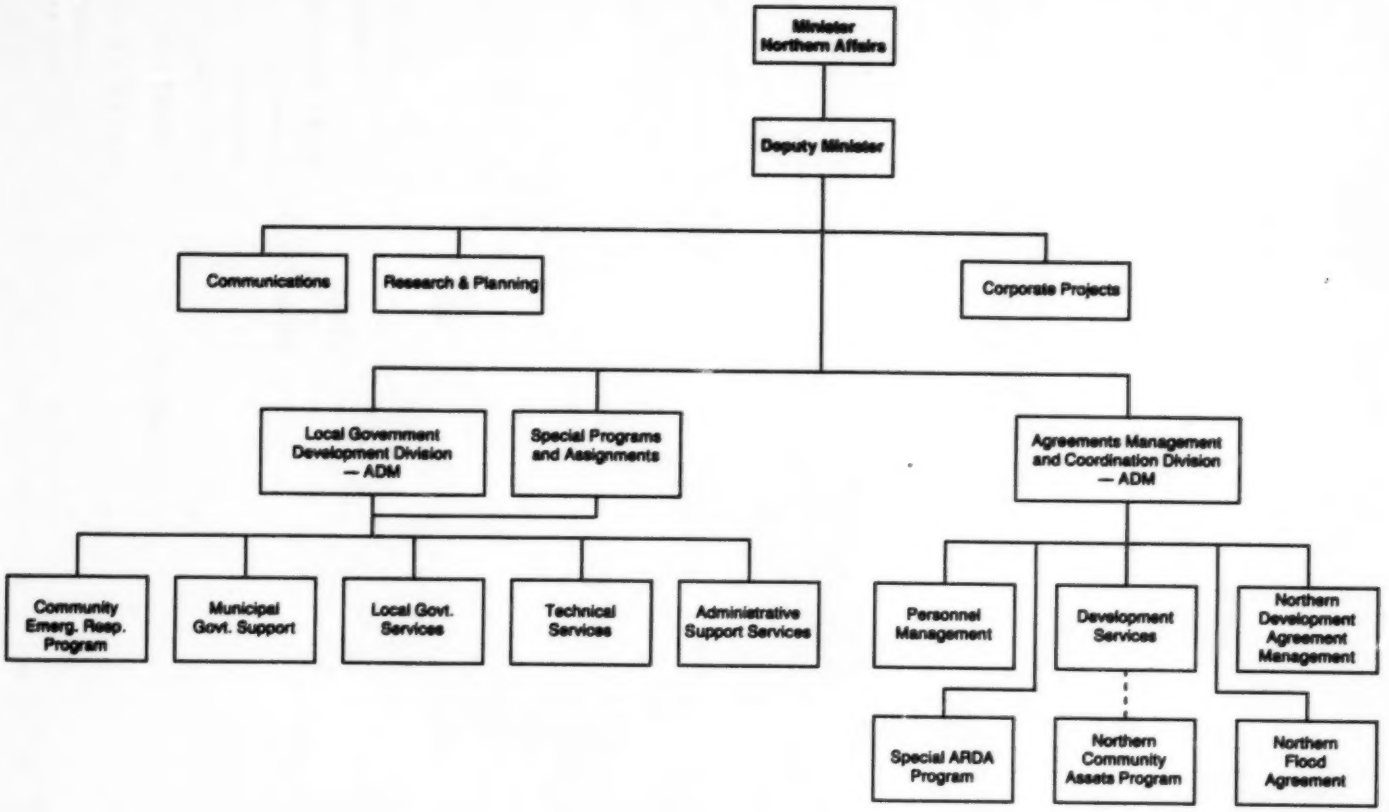
Barrows
Camperville
Crane River
Dawson Bay
Duck Bay
Mallard
Meadow Portage
National Mills
Pelican Rapids
Powell
Red Deer Lake
Salt Point
Waterhen
Westgate

### Selkirk Region

Aghaming
Berens River
Big Black River
Bissett
Bloodvein
Dallas/Red Rose
Dauphin River
Fisher Bay
Harwill
Homebrook
Island Lake
Little Grand Rapids
Loon Straits
Manigotogan
Matheson Island
Pine Dock
Poplar River
Princess Harbour
Red Sucker Lake
St. Theresa Point
Seymourville


Hudson
Bay
manitoba
COMMUNITIES AND INDIAN RESERVES
WITHIN BOUNDARIES OF DEPARTMENT
OF NORTHERN AFFAIRS JURISDICTION
NORTHERN AFFAIRS
BOUNDARY
NORTHERN MANITOBA
DAUPHIN
SELKIRK
THE PAS
THOMPSON
TYPES OF COMMUNITIES
Urban
Remote
1
2
3
4

## Basic Organization Reporting to the Minister of Northern Affairs



## Corporate Projects Branch

### Director

### 1 Support Staff

The main objective of this branch is to provide a vehicle whereby residents of northern Manitoba may create economically viable logging operations, thereby providing employment and training opportunities for local residents.

Activities during the past year have included:

— training, advice and secretarial assistance to the Board of Directors of two Crown Corporations (Channel Area Loggers Ltd. and Moose Lake Loggers Ltd.);

— development costs relating to training, planning, owner/operators and employment projects of the two Crown Corporations;

— training and assistance to develop locally owned operations in the northern communities.

— assistance to local owner/operators in obtaining funding from government programs and private industries.

Detailed annual reports were prepared on both Channel Area Loggers Ltd. and Moose Lake Loggers Ltd.

## Research and Planning Branch

### Director

### 1 Support Staff

Research and Planning ensures that northern policies and programs are effectively planned, coordinated, supported and evaluated.

Branch responsibilities include:

— analyzing policy issues and drafting new policies;

— program planning; and

— monitoring and evaluating services.

Activities undertaken by the Branch during 1984/85 included:

— co-ordination and liaison in planning governmental activities in the North;

— representing the Department on Boards and Committees;

— preparation of planning documents and budget materials in the negotiation of new agreements; and

— preparation of policy statements and revisions to statutory regulations.

## Communication Branch

### Communications Officer

The Communications Branch was established in March of 1985 to improve communications and enhance public awareness of departmental policies, programs and activities.

The Branch is responsible for the co-ordination of all communications activities and assisting in the planning, preparation and dissemination of informational materials.

# Local Government Development Division

**Assistant Deputy Minister**

**2 Support Staff**

Goals of this Division include servicing the municipal requirements of fifty-three northern and remote communities and providing assistance and training to enhance local government capabilities.

To accomplish these goals the Division, headquartered in Thompson, is comprised of:

- Local Government Services having regional offices in Thompson, The Pas, Dauphin and Selkirk;
- Technical Services Branch;
- Municipal Government Support Branch;
- Special Programs/Assignments; and
- Administrative Support Services

Three separate programs, delivered by this Division, include:

- Community Emergency Response Program;
- Preventative Maintenance Program, and
- Capital Program.

## Local Government Services

**4 Regional Directors**

**4 Preventative Maintenance Officers**
**9 Co-ordinators**
**6 Public Works Staff**
**7 Support Staff**

Local Government Services is the field component of Local Government Development Division. It's four regional offices in Dauphin, Selkirk, Thompson and The Pas provide assistance and training to progressively advance local governing units towards increased autonomy.

Ongoing major activities include:

- progressively transferring authority, funds and resources to communities as they become capable of the responsibility;
- providing, monitoring and assisting local government bodies in the delivery of local services;
- assisting Councils/Committees in identifying and priorizing major infrastructure requirements;
- coordinating the delivery of government programs and services within the assigned regions.

Training is provided to Community Councils/Local Committees, Community Clerks and Election officials on budgeting, financial accounting, the election process, inventory control and Community Council/Local Committee responsibilities.

The regional offices provide supervisory and technical expertise to communities in the delivery of certain local services, capital projects and operational/maintenance training; (See Capital Program, Preventative Maintenance Program and Technical Services Branch for more detail.)

By travelling to each of the communities on a regular basis, the regional offices have developed and maintained an information flow between various government agencies, the Department and community officials. Over the past year information has been delivered on legislative and departmental requirements such as health regulations and labour codes; the Northern Community Assets Program; expediting land matters with Crown Lands; developments involving municipal planning; and the Youth Corp Program.

Certain activities of this Branch are included under the Canada/Manitoba Northern Development Agreement.

## Technical Services Branch

**Manager**

**2 Engineers**
**3 Draft Persons**
**3 Technical Officers**
**1 Support Staff**

Technical Services Branch assists in the delivery of capital infrastructure and local services which require engineering, design, construction and on-going maintenance.

During the past fiscal year this branch has:

- provided, maintained and improved the water and sewer systems in the northern communities through consultation with the communities and regional staff;
- purchased materials and equipment relating to community infrastructure in accordance with established Fire and Building Codes; and
- provided engineering and technical assistance and advice to the communities and regional staff on development of capital projects and community infrastructure.

## Municipal Government Support Branch

### Manager

### 4 Specialists
### 3 Training Officers
### 2 Support Staff

The main objective of this branch is to provide the training and support necessary to enhance the development of local community government bodies under the jurisdiction of The Northern Affairs Act.

To achieve this objective, Municipal Government Support:

— prepared training materials on local government and administrative matters for delivery to the community councils/local committees and their staff;

— prepared and delivered training materials to departmental staff in the area of local government and delivery techniques; and

— assisted communities and departmental staff in the preparation and provision of resource materials, including 2 pamphlets and the "Ota-Miska" (a resource manual listing programs and services available to northern residents).

Major activities of this branch have centered around developing and providing training programs for Councils, their staff and departmental staff to develop and build administrative and financial skills and understanding.

Areas of training included:

Roles and Responsibilities of a Mayor and Council,
Financial Management,
Community Planning,
Policy Development,
Project Planning and Delivery
Purchasing and Tendering
Finance and Administration
Taxation, and
Bookkeeping

Over the past couple of years training activities provided by Municipal Government Support have been increasing and changing as local community governments indicate their desire to become more autonomous. Training needs are changing from requiring general assistance to requiring specialized training in all aspects of the delivery of community programs and services.

## Special Programs/Assignments

### Manager

### 1/2 Support Staff

Special Programs/Assignments provides advice and assistance to divisional staff in support of their activities to achieve departmental objectives. This Branch also co-ordinates services such as community elections and the community census taking.

As Principal Electoral Officer, the manager assisted in conducting the community elections pursuant to the election regulations of The Northern Affairs Act.

## Administrative Support Services

### Director

### 2 Auditors
### 1 Accountant
### 1 Budget Officer
### 8 Support Staff

Administrative Support Services Branch provides central administrative and financial support services and budgetary control to the Department, ensuring activities are consistent with the General Manual of Administration and the Financial Manual of Administration.

This branch has been gradually diverting the responsibility and administration of Property Tax functions to Northern Affairs communities.

Administrative Support Services Branch also manages the Trust Fund, processing and maintaining records of financial transactions for communities within the jurisdiction of Northern Affairs.

## Community Emergency Response Program

### Manager

### 1/2 Support Staff

The objective of this program is to assist Northern Affairs communities prepare for handling emergency situations and to establish and maintain volunteer fire brigades.

Major activities under the program included:

— assisting regional staff in establishing fire brigades in 53 northern communities;

— co-ordinating the training of fire brigades, through consultation with regional staff, community representatives and the Fire Commissioner's office; and

— purchasing approved fire and emergency equipment.

The program in cooperation with the Fire Commissioner's staff provided for training courses covering the areas of Level I Fire Fighters, Breathing Apparatus, Fire Prevention and Inspection and Rescue. In cooperation with the Emergency Measures Organization, the program also assisted in providing training in the area of Emergency Planning.

Portions of this program are cost-shared under the Canada/Manitoba Northern Development Agreement.

## Preventative Maintenance Program

The main objective of this program is to co-ordinate and assist communities in the maintenance of their infrastructure and to encourage and support community personnel in becoming more responsible for operating and maintaining community infrastructure.

A transfer of the maintenance program to the communities is gradually taking place as community Public Works employees become more able to handle emergencies.

## Capital Program

This program is administered by the Local Government Development Division through its various branches. It provides funding for community infrastructure while progressively transferring the responsibility of project delivery from the Department to the communities.

In the 1984/85 fiscal year the program funded over 100 projects in some 45 communities with 46% of the capital program being delivered by the communities. In the past few years more emphasis has been placed on Community Councils to plan for the development of infrastructure in their communities.

The main activities under this program included supervisory and technical advice to the communities delivering local services and capital projects.

Certain projects under this program were cost-shared under the Canada/Manitoba Northern Development Agreement.

## Administrative Status of Northern Affairs Communities

Each of the 53 communities under the jurisdiction of Northern Affairs is categorized by its administrative ability. As a community develops, taking on more autonomy, it advances to the final preparatory step prior to incorporation.

During 1984/85 three communities took on an advanced administrative status. Two communities advanced from Trust to Self-Administration and one community advanced from Self-Administration to Block Funding.

The following table indicates the administrative status of Northern Affairs Communities as at March 31, 1985.

| Trust | Self-Administration | Block Funding |
|---|---|---|
| Aghaming | Barrows | Cross Lake |
| Bloodvein | Berens River | |
| Brochet | Big Black River | |
| Dawson Bay | Bissett | |
| Fisher Bay | Camperville | |
| God's Lake Narrows | Cormorant | |
| Granville Lake | Crane River | |
| Herb Lake Landing | Dallas/Red Rose | |
| Little Grand Rapids | Dauphin River | |
| Loon Straits | Duck Bay | |
| Oxford House | Easterville | |
| Powell | Island Lake | |
| Princess Harbour | Harwill | |
| Red Sucker Lake | Homebrook | |
| St. Theresa Point | Ilford | |
| Warrens Landing | Mallard | |
| Westgage | Manigotogan | |
| Poplar River | Matheson Island | |
| | Meadow Portge | |
| | Moose Lake | |
| | National Mills | |
| | Nelson House | |
| | Norway House | |
| | Pelican Rapids | |
| | Pikwitonei | |
| | Pine Dock | |
| | Red Deer Lake | |
| | Salt Point | |
| | Seymourville | |
| | Sherridon | |
| | South Indian Lake | |
| | Thicket Portage | |
| | Wabowden | |
| | Waterhen | |

# Agreements Management and Coordination Division

**Assistant Deputy Minister**

**2 Support Staff**

The main goal of this Division is to meet the changing needs of various communities, groups, associations, corporations and individuals through northern programming in accordance with government policy.

In order to meet this goal, the Division headquartered in Winnipeg, is comprised of:

- Canada/Manitoba Northern Development Agreement;
- Canada/Manitoba Special ARDA Agreement;
- Northern Flood Agreement;
- Development Services Branch; and
- Personnel Branch.

In addition to providing management and co-ordination, Divisional activities during 1984/85 included:

- negotiating federal/provincial and other agreements;
- developing liaison with other provincial and federal departments and agencies.

## Northern Development Agreement Management

**Manager**

**2 Analysts**

**1 Support Staff**

The Northern Development Agreement Management Branch provides for the administration, co-ordination and management of all provincially implemented programs under the Canada/Manitoba Northern Development Agreement (NDA).

During 1984/85 activities undertaken by this branch included:

**Agreement Management**

- ensuring effective implementation and co-ordination of programs and activities to meet specific goals, recommending modifications;
- providing necessary support to the provincial Minister and Management Board.

**Program Monitoring/Analysis**

- assisting in the development of programs designed to increase northern participation in employment and economic opportunities;
- conducting regular analysis of programs and financial performance;
- collecting and analyzing provincial program performance data on a monthly and quarterly basis.

## Special ARDA Program

**Manager**

**1 Analyst**

**2 Support Staff**

The Special ARDA Program is responsible for the implementation of the provincial sector of the Canada/Manitoba Special ARDA Agreement.

This program assists individuals and groups of Indian ancestry living in rural and remote communities to:

- increase their capacity to harvest renewable resources; and
- develop their capacity to manage and operate viable businesses.

During 1984/85 the program provided:

- financial assistance for capital structures such as replacement or renovation of existing facilities used by the renewable resource harvesters in the preliminary processing of their harvest;
- training, development and consultation opportunities and services to ensure that the management teams of the Special ARDA Commercial Undertakings program recipients develop the knowledge and skills or obtain the support services necessary to ensure the management and operators of successful businesses;

## Northern Flood Agreement

**Manager**

**1 Field Worker**
**1 Analyst**
**1 Support Staff**

The Northern Flood Agreement Branch directs the delivery of required services to the communities of Nelson House, Cross Lake, Norway House, Split Lake and York Landing in accordance with Manitoba's contractual obligations in the Northern Flood Agreement and in compliance with the current government policies.

During 1984/85, activities undertaken by this branch included:

- coordinating the implementation of provincial activities during the Agreement with other parties;
- directing the monitoring of environmental effects of the Hydro Project on other users of northern waterways and addressing any grievances;

## Development Services Branch

**Manager**

**3 Analysts**
**1 Support Staff**

The objective of the Branch is to assist in the economic development of the North by focussing its efforts in two major areas;

— providing assistance to maximize economic and developmental opportunities; and

— providing techical and informational services.

During 1984/85 the Branch developed and delivered a training program to boards of directors of community development corporations and crown corporations based on needs analysis.

Development Services Branch was also responsible for the coordination, management and implementation of the Northern Community Assets Program.

## Personnel Management

**Administrator**
**2 Support Staff**

The Personnel Management Branch is responsible for the ongoing development, implementation and maintenance of an effective human resources program as well as personnel policy administration.

Centralized services provided to the Department include payroll, recruitment and staffing, position analysis, classification and evaluation, salary and benefits administration, labour relations and staffing budget control.

Human resource development initiatives include affirmative action, performance evaluation, career planning, training and development.

Department of Northern Affairs

## Fiscal Year 1984/85 Budgeted vs. Actual Expenditure Comparison

* includes

| | 1984/85 Budgeted | 1984/85 Actual | Variance Over/(Under) | Appropriation Numbers |
|---|---|---|---|---|
| Executive | 250.3 | 273.8 | 23.5 | 19-1B |
| * Communications | | | | |
| Grants | 659.7 | 779.0 | 119.3 | 19-2E |
| Corporate Projects | 190.8 | 218.6 | 27.8 | 19-4 |
| Research & Planning | 98.0 | 71.5 | (26.5) | 19-1C |
| Personnel Management and Administrative Support Services | 566.7 | 532.6 | (34.1) | 19-1D |
| Local Government Development | 1,664.0 | 1,523.0 | (141.0) | |
| * Local Government Services | | | | 19-2A + 2B |
| * Municipal Government Support | | | | 19-2D |
| * Special Programs/Assignments | | | | 19-2B |
| * Preventative Maintenance Program | | | | 19-2C-2 |
| Technical Services | 1,173.2 | 1,051.9 | (121.3) | 19-2C-1 |
| Community Emergency Response Program | 180.0 | 123.7 | 15.7 | 19-2A-2A |
| Capital Program | 6,910.0 | 5,093.0 | (1,817.0) | 19-6 |
| Community Operation/Maintenance | 3,145.0 | 3,083.0 | (62.0) | 19-2B-3 |
| Agreements Management and Coordination | 1,013.1 | 978.2 | (34.9) | 19-3A + 3B |
| * Development Services | | | | |
| Northern Development Agreement | 10,772.5 | 10,575.5 | (197.0) | 19-5 |
| Special ARDA | 1,209.9 | 1,194.8 | (15.1) | 19-3C |
| Northern Flood Agreement | 858.4 | 882.3 | 23.9 | 19-3B-3 |
| Northern Community Assets Program | 3,789.0 | 3,536.9 | (252.1) | 19-7 |
| **DEPARTMENTAL TOTAL** | **32,408.6** | **29,917.8** | **(2,490.8)** | |

Department of Northern Affairs

## Fiscal Year 1983/84 vs. Fiscal Year 1984/85 Actual Expenditures

* includes

| | 1983/84 Actual Exp. | 1984/85 Actual Exp. | Variance Over/ (Under) | Appropriation Numbers |
|---|---|---|---|---|
| Executive | 308.4 | 273.8 | (34.6) | 19-1B |
| * Communications | | | | |
| Grants | 809.9 | 779.0 | (30.9) | 19-2E |
| Corporate Projects | 204.8 | 218.6 | 13.8 | 19-4 |
| Research & Planning | — | 71.5 | 71.5 | 19-1C |
| Personnel Management and Administration Support Services | 515.1 | 532.6 | 17.5 | 19-1D |
| Local Government Development | 1,532.6 | 1,523.0 | (9.6) | |
| * Local Government Services | | | | 19-2A + 2B |
| * Municipal Government Support | | | | 19-2D |
| * Special Programs/Assignments | | | | 19-2B |
| * Preventative Maintenance Program | | | | 19-2C-2 |
| Technical Services | 1,124.1 | 1,051.9 | (72.2) | 19-2C-1 |
| Community Emergency Response Program | 95.3 | 123.7 | 28.4 | 19-2A-2A |
| Capital Program | 7,238.6 | 5,093.0 | (2,145.6) | 19-6 |
| Community Operation/Maintenance | 2,843.2 | 3,083.0 | 239.8 | 19-2B-3 |
| Agreements Management and Coordination | 896.8 | 978.2 | 81.4 | 19-3A + 3B |
| * Development Services | | | | |
| Northern Development Agreement | 8,643.6 | 10,575.5 | 1,931.9 | 19-5 |
| Special ARDA | 1,257.1 | 1,194.8 | (62.3) | 19-3C |
| Northern Flood Agreement | 858.9 | 882.3 | 23.4 | 19-3B-3 |
| Northern Community Assets Program | 4,615.7 | 3,536.9 | (1,078.8) | 19-7 |
| **DEPARTMENTAL TOTAL** | **30,944.1** | **29,917.8** | **(1,026.3)** | |

Department of Northern Affairs

## 1984/85 Expenditures